SECURITY INFORMATION

5 December 1951

CAREER SERVICE COMMITTEE
Working Group on EMPLOYEE RATING

FACTORS USED IN EVALUATING PERSONNEL

1. Listed below are the factors that have been used or proposed by certain government agencies and industries for the purpose of evaluating personnel. They have been grouped in arbitrary categories solely for easy reference. For practical purposes, liberties have been taken in synonymizi: certain factors used by two or more sources. Thus, "cooperation" and "cooperativeness" have been synonymized whereas "sagacity (non gullibility)" and "non gullibility (evasion and deceit)" have been kept separate in order that attention may be focused on possibly significant nuances of meanings.

2. The sources and their abbreviations, as used in the attached lists are as follows:

    A. **CIA sources:**

OSO	-	Office of Special Operations, "Status and Efficiency Report" CIA form 51-53 (1947)
Lib	-	Office of Collection and Dissemination, CIA Library, Experimental Evaluation Program (1951)
D-Oper	-	"7 August 1951 Program...." - Performance Summary and Potential Appraisal - Operational Job Family
D-Anal	-	"7 August 1951 Program...." - Analytical Research Job Family
D-Admin	-	"7 August 1951 Program...." - Administrative Job Family
D-Tech	-	"7 August 1951 Program...." - Technical Job Family
D-Add	-	"7 August 1951 Program...." - Additive Job Qualifications

    B. **Other Government Agency sources:**

Navy	-	"Report on the Fitness of Officers" NAVPERS 310 (1951
Army	-	"Officer Efficiency Report" - AGO Form 67-2 (1951)
Air	-	"Report of Officer Effectiveness" AF Form 77 (1949)
State-FSO	-	Dept. of State "Efficiency Report, Foreign Service Officers" Form FS-315 (1950)
State-FSR-FSS 1-9	-	Dept. of State "Efficiency Report, Foreign Service Reserve Officers, Foreign Service Staff Officers Classes 1-9" Form FS-205E (1950)
State-FSS 10-22	-	Dept. of State "Efficiency Report, Foreign Service Staff Employees Classes 10-22" Form FS-205F (1950)

SECURITY INFORMATION

C. **Industry**

Detroit	—	Detroit Edison Co.
McKinsey	—	McKinsey and Co. (management consultants)
J&J	—	Johnson & Johnson
SO-Cal	—	Standard Oil Company of California
Big-San	—	Bigelow-Sanford Carpet Co.
Monsanto	—	Monsanto Chemical Co.
Nat Tube	—	National Tube Co.
Con Ed	—	Consolidated Edison Co. (New York)
Gen Foods	—	General Foods Corp.
Parcel	—	United Parcel Service

I. **INTELLIGENCE**

	Factors	Sources
1.	Intelligence	Navy, Detroit, McKinsey
2.	Intelligence insight and acumen	D-Add
3.	Think effectively	McKinsey
4.	Disciplined mind and orderly thinking	D-Add
5.	Mentality	J&J
6.	Mental stamina	OSO
7.	Mental alertness	SO-Cal, Big-San
8.	Sagacity (non gullibility)	OSO
9.	Non gullibility (evasion and deceit)	D-Oper
10.	Powers and accuracy of observation	State-FSO
11.	Breadth of general knowledge	Big-San
12.	Ability to grasp instructions and plans	OSO
13.	Understanding instructions	Air
14.	Learning capacity	State-FSS 10-22, Lib

- 2 -

CONFIDENTIAL
SECURITY INFORMATION

II. IMAGINATION

Factors	Sources
1. Imagination	McKinsey
2. Imagination and originality	Big-San
3. Creative ability	J&J
4. Vision	J&J, Monsanto, Nat Tube, Con Edison
5. Open mindedness	J&J
6. Forsees and meets lines of opposition	D-Admin
7. Getting ideas from others	Air

III. ANALYTICAL ABILITY

Factors	Sources
1. Analytical ability	J&J, McKinsey, Monsanto, Nat Tube, SO-Cal
2. Analytical research and ability	D-Anal
3. Solving problems	Air
4. Sense of avenue of attack	D-Anal
5. Ability to create the hypothesis	D-Add.
6. Informational ability	State-FSO
7. Inclination to secure and analyze facts	Gen Foods
8. Getting information from records	Air
9. Utilization of information sources	State-FSR-FSS 1-9
10. Ability to evaluate intelligence information	OSO
11. Reading comprehension and "gutting a book"	D-Anal
12. Ability to digest and rewrite	D-Anal

CONFIDENTIAL

SECURITY INFORMATION

IV. JUDGMENT

	Factors	Sources
1.	Judgment	Lib, Navy, State-FSR-FSS 1-9, Detroit, J&J, McKinsey, Nat Tube, SO-Cal, Parcel, Con Edison
2.	Common sense	J&J
3.	Judgment and common sense	OSO
4.	Soundness of judgment	Big-San
5.	Making correct decisions	Air
6.	Ability to suspend judgment	D-Add, Air
7.	Perspective	McKinsey
8.	Sense of relative importance	D-Oper
9.	Observation sense of relative importance	D-Anal

V. EXPRESSION

	Factors	Sources
1.	Expression	J&J, Con Edison
2.	Facility of expression	State-FSS 10-22
3.	Self-expression	J&J
4.	Facility of oral expression	State-FSR-FSS 1-9
5.	Facility of written expression	State-FSR-FSS 1-9
6.	Facility of succinct effective oral expression	State-FSO
7.	Facility of succinct effective written expression	State-FSO
8.	Reportorial ability; verbal and written	D-Oper, Air
9.	Get ideas across	McKinsey
10.	Persuasiveness	Big-San

- 4 -

VI. INITIATIVE

Factors	Sources
1. Initiative	Air, OSO, State-FSO, State-FSR-FSS 1-9, State-FSS 10-22, Navy, Detroit, J&J, McKinsey, Monsanto, Nat Tube, SO-Cal, Big-San, Con Edison
2. Self-starter	McKinsey
3. Acceptance of responsibility	Air, J&J, Monsanto, Con Edison
4. Willingness to assume responsibility	Gen Foods
5. Ability to assume responsibility	Big-San
6. Capacity for making decisions	Big-San
7. Decisiveness	State-FSO, Army, J&J, Monsanto
8. Willingness and ability to make decisions	Gen Foods
9. Taking prompt action	Air
10. Reaction in emergencies	Navy
11. Resourcefulness	State-FSO, J&J, Monsanto

VII. DRIVE

Factors	Sources
1. Drive	J&J, Parcel
2. Ambition	J&J, Monsanto
3. Aggressiveness	State-FSO
4. Force	Navy
5. Making forceful efforts	Air
6. Purposefulness	McKinsey, Nat Tube
7. Industry	Navy
8. Drive towards executive goal	McKinsey
9. Sense of personal goal	D-Add
10. Perserverance	Navy
11. Tenacity	D-Add
12. Getting the job done	D-Oper, D-Admin, D-Tech, J&J, Big-San, Con. Edison, Gen Foods

SECURITY INFORMATION

VII. DRIVE (cont'd)

	Factors	Sources
13.	Ability to obtain results and get things done	OS[0]
14.	Execution	Nat Tube
15.	Meeting deadlines	D-Anal
16.	Meeting commitments	Air
17.	Buttons things up	D-Admin
18.	Meets support demands	D-Admin

VIII. ADAPTABILITY

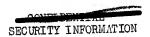|	Factors	Sources
1.	Adaptability	D-Add, State-FSS 10-22, J&J, McKinsey, Nat Tube
2.	Versatility	State-FSR-FSS 1-9, J&J, Con Edison
3.	Versatility and adaptability	State-FSO

IX. GETTING ALONG WITH OTHERS

	Factors	Sources
1.	Ability to get along with others	Army, Gen Foods
2.	Ability to work and get along with people	OSO
3.	Ability with people and teamplay	D-Admin, D-Tech, D-Oper
4.	Work understandingly with people	McKinsey
5.	Adapting to associates	Air
6.	Moves freely and effectively with equals and superiors	D-Add

SECURITY INFORMATION

IX. GETTING ALONG WITH OTHERS (Con't)

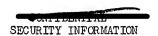| Factors	Sources
7. Cooperation	Lib, Air, Navy, State FSR-FSS 1-9, State-FSS 10-22, J&J, Monsanto, Nat Tube, SO-Cal, Con Edison
8. Cooperation with associates	D-Add, Big-San
9. Getting cooperation	Air
10. Sense of bearing of next desk's speciality	D-Anal
11. Sense of peripheral and direct tie-ins	D-Add
12. Sense of peripheral operations	D-Tech
13. Relationships with subordinates	Big-San
14. Acceptance by Others	Nat Tube
15. Tactfulness	OSO, State-FSO, Big-San
16. Tact and Discretion	D-Oper
17. Discretion	OSO, D-Tech
18. Executive relations activities	McKinsey
19. Keeping others informed	Air

X. EXECUTIVE ABILITY

Factors	Sources
1. Ability to organize	Detroit, J&J, Nat Tube
2. Ability to organize and plan	D-Oper, McKinsey, SO-Cal, Big-San, Parcel
3. Scheduling work	Air
4. Ability to organize for orderly accomplishment	Gen Foods
5. Ability to plan at policy and high level	D-Add
6. Long-range planning	Air
7. Inclination to plan for specific goods	Gen Foods

SECURITY INFORMATION

X. EXECUTIVE ABILITY (con't)

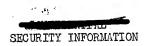| Factors	Sources
8. Administrative management	State FSR-FSS 1-9
9. Select people	Detroit
10. Develop People	Detroit, J&J, McKinsey, Monsanto, SO-Cal
11. Ability to select and train personnel	Gen Foods
12. Matching personnel and jobs	Air
13. Effectiveness in developing subordinates	D-Add, Big-San
14. Assisting subordinates in their work	Air
15. Ability as a teacher	Army, Parcel
16. Judgment in evaluation of subordinate's worth	Big-San
17. Evaluating subordinate's worth	Air
18. Ability to delegate responsibility and authority	Air, Big-San
19. Supervisory ability	D-Add, Detroit
20. Handle people	Detroit
21. Ability to handle and direct people	OSO
22. Directing and coordinating	McKinsey
23. Coordination	Monsanto
24. Developing teamwork	Air
25. Leadership	Lib, OSO, Navy, Army, SO-Cal
26. Leadership-----ability to inspire others	Gen Foods
27. Looking out for employee's welfare	Air
28. Taking responsibility for subordinates	Air
29. Inspire and influence others	J&J

SECURITY INFORMATION

X. EXECUTIVE ABILITY (con't)

	Factors	Sources
30.	Ability to handle and inspire	D-Add
31.	Influence on others	Nat Tube
32.	Setting a good example	Air
33.	Stimulate others	J&J
34.	Encouraging ideas	Air
35.	Ability to pick flaws and say "no"	D-Admin
36.	Maintaining relations with employees	Air
37.	Effectiveness of control and results	Gen Foods

XI. JOB KNOWLEDGE

	Factors	Sources
1.	Knowledge of Job	Detroit
2.	Knowledge of Function	Monsanto
3.	Knowledge of Work	Parcel
4.	Work Knowledge and organization	State-FSS 10-22
5.	Knowledge of Subject Matter	Big-San
6.	Knowledge of Area or Subject	D-Oper, D-Anal
7.	Knowledge of Procedures	D-Admin
8.	Knowledge of Area	D-Tech
9.	Knowledge of the Broad Field	D-Tech
10.	Knowledge of Speciality	D-Tech
11.	Professional training and experience	State-FSR-FSS 1-9
12.	Technical Know how and skill	J&J
13.	How well equipped technically	J&J
14.	Experience	Detroit, J&J, Nat Tube, Con Edison
15.	Making use of experience	Air

SECURITY INFORMATION

XI. JOB KNOWLEDGE (con't)

Factors	Sources
16. Education	Nat Tube
17. Understanding of Political Factors	State-FSO
18. Understanding of Economic Factors	State-FSO
19. Understanding of Psychological Warfare Factors	State-FSO
20. Negotiating ability	State-FSO, State-FSR-FSS 1-9
21. General Knowledge of Foreign Service	State-FSR-FSS 1-9
22. General Knowledge of Foreign Service Programs	State-FSO
23. General company information	J&J, Con Edison

XII. JOB PERFORMANCE

Factors	Sources
1. Job performance	OSO, Monsanto
2. Performance quality	State-FSR-FSS 1-9
3. Work Quality	State-FSS 10-22, J&J
4. Work Quantity	State-FSS 10-22, J&J
5. Quantity of Work Accomplished by department	Big-San
6. Quality of department's work	Big-San
7. Productiveness	State-FSR-FSS 1-9
8. Rate of work	J&J, Lib
9. Results on job	Parcel
10. Accuracy	J&J, Lib
11. Checking accuracy of work	Air
12. Thoroughness and accuracy of work	State-FSO
13. Attending to details	Air
14. Security consciousness	OSO

SECURITY INFORMATION

XIII. CHARACTER-PERSONALITY

Factors	Sources
1. Character	Detroit, J&J, Monsanto, Nat Tube, Big-San
2. Being fair and scrupulous	Air
3. Character and realization of right and wrong	Gen Foods
4. Moral courage	Navy
5. Courage to defend principles and conclusions	Big-San
6. Loyalty	Navy, Air
7. Loyalty towards job and company	Gen Foods
8. Subordinating personal interests	Air
9. Dependability	Lib, State-FSO, State-FSR-FSS 1-9, State-FSS 10-22 Detroit, McKinsey
10. Habits - moderation and conscientiousness	Gen Foods
11. Self-control	State FSR-FSS 1-9
12. Self-discipline	D-Add
13. Maturity	McKinsey
14. Ability to control emotions and demonstrate mature behavior	Gen Foods
15. Emotional stability	State-FSS 10-22, J&J, Monsanto, Big-San
16. Security and adjustment	J&J
17. Patience	State-FSO
18. Painstaking	D-Admin
19. Adjustment to trying hours and conditions	D-Tech, D-Oper
20. Resistance to tedium	D-Anal
21. Attention to duty	OSO
22. Interest and enthusiasm in work	OSO

- 11 -

XIII. CHARACTER-PERSONALITY (Con't)

	Factors	Sources
23.	Proper interest in all phases of group's work	D-Admin
24.	Enthusiasm	J&J, Con Edison
25.	Attitude and outlook	McKinsey
26.	Mental attitudes	Nat Tube
27.	Sociability	J&J, Nat Tube
28.	Service (i.e. helpfulness)	J&J
29.	Sense of humor	State-FSO, State-FSR-FSS 1-9
30.	Temperament	Detroit
31.	Personality	State-FSS 10-22, Detroit, SO-Cal, Parcel

XIV. HEALTH-APPEARANCE

	Factors	Sources
1.	Health	Detroit, Monsanto, Nat Tube
2.	Physical fitness	State-FSS 10-22
3.	Soundness of mind and body (stamina and vitality shown in work)	Gen Foods
4.	Physical energy	D-Add
5.	Physical stamina	OS^0
6.	Endurance	Navy
7.	Appearance	Detroit, Big-San
8.	Military bearing and neatness of person and dress	Navy
9.	Maintaining military appearance	Air